

A photograph of a woman with long dark hair, wearing a light blue button-down shirt, smiling and looking to her left. She is wearing several rings and a necklace. The background shows other people in a social setting, possibly a networking event, with large windows and a modern interior.

Knight Frank Gender Pay Gap Report

2019 and 2020



Why is reducing our Gender Pay Gap important to us?

Alistair Elliott, Senior Partner and Group Chairman



Since we last published the Gender Pay Gap report, the global pandemic has had the biggest impact on our business life than any other event in recent times. We have had to rethink the way we do business, where we work, how we communicate and how we best serve our clients. In 2021 we mark 125 years of Knight Frank, a moment to pause for thought - to consider the business we want to be as we look to the next 125 years and beyond.

I am immensely proud of how all of our people have reacted during these times and feel confident that we are set up for future success. There have been many changes to the way we support our people, however - one thing that has not changed is our unwavering commitment to balance in our business and being the most inclusive employer we can be.

In this report, we share the details of our 2019 and 2020 Gender Pay Gaps. While there has been some progress, you will see that our Gender Pay Gap has not changed significantly. We still have much work to do. The Gender Pay and Bonus Gap is the mean and median reward we pay to our people across the whole business. It does not represent equal pay for the work that men and women perform for the business. We of course pay people equally, our issue is that we do not have equal numbers of men and women in our high income earning agency departments, where reward for the individual is higher. I want Knight Frank to be a place where everyone can fulfill their potential, no matter what their background.

Becoming and remaining an inclusive and equal workplace is an ongoing journey, one that we still have to work to do.

Over the past two years, we have launched our Business Balance strategy. At Knight Frank, Business Balance is our inclusion and diversity strategy that exists to break down barriers to equal opportunity and champion underrepresented voices and enable those to have a platform and make an impact. Our vision is, through our Business Balance agenda, to make Knight Frank a place where everyone feels comfortable being themselves and establish a tangible culture of equal and transparent opportunity for all. We look to achieve this through our Business Balance Focus groups; Gender, LGBT+, Race & Faith, Health & Wellbeing. Our Business Balance strategy is not limited to these four groups - our approach to inclusion must be an intersectional one, with social mobility, caring responsibilities and our people's health and wellbeing at the heart of everything we prioritise.

This strategy has been led by our Partners who are taking active responsibility for making the changes to our culture. For me, role modelling inclusive leadership is one of the key levers that will transform our business.

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I want to say thank you to our People Team for driving this agenda and their commitment to the inclusiveness of our culture. We will continue to deliver against our ambitious Business Balance Strategy and expect to see a more significant change in our next report.

Alistair Elliott

What success can we celebrate over the last period?

We have:

launched our Balance Recruitment Framework - this is an essential part of making sure that our talent pipeline will meet our representation ambitions for the future.

Role Identification	Talent Attraction	Application
<p>Goals</p> <ul style="list-style-type: none"> Identify skill gaps in teams Draft relevant role description and requirements to share with HR Team 	<p>Goals</p> <ul style="list-style-type: none"> Reach a diverse audience Attract candidates who meet the requirements and identify with Knight Frank's global purpose and values Provide relevant business information and be considered a first-choice option as an employer 	<p>Goals</p> <ul style="list-style-type: none"> Provide a seamless and inclusive experience for the candidates Gather relevant data for diversity and marketing measures
Interview & Assessment	Offer & Onboarding	
<p>Goals</p> <ul style="list-style-type: none"> Run a fair, thorough and timely interview and assessment process Communicate effectively with the candidates throughout the process Set up an interview panel that is balanced and prepared 	<p>Goals</p> <ul style="list-style-type: none"> Make an offer based on fair and balanced assessment Give the candidates assurance and begin onboarding in a timely fashion Make the candidates feel comfortable and prepared for success 	

Our Early Talent

population is a key pipeline for our future, and in our 2021 Internship cohort we had 44% female/56% male, 36% BAME and 40% State School/60% Private School interns, which within the industry is a significant shift and progress. Our Graduate intake was 45% female/55% male. In 2022 we are aiming for at least gender parity, including those who describe their gender in a non-binary way.

We have

- Reviewed all our policies and procedures to ensure they are inclusive of everyone, no matter what their background. These have been framed and shaped by a number of people within the firm including our Balance Focus Groups and our external consultants.
 - Conducted a forensic review of our Associate and Partner promotions, ensuring we consider everyone for promotion rather than asking for nominations that may lead to bias.
 - Signed up with Working Mums - a commitment to us welcoming a diverse range of talent for women seeking flexible career opportunities.
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We are

reviewing our Maternity, Paternity and Shared Parental Leave policies which give our people the time and support they need as they grow their families, looking to equal these for primary and secondary carers.

We rolled out

our Leaders for Today programme where 200 of our Senior Leaders completed a six month programme on being an inclusive leader. The second cohort starts in January 2022. The programme includes a number of modules focused on questioning current ways of leading and managing teams to ensure every leader is fully inclusive and addressing diversity at every stage of the teams' careers.



What are we doing to better balance our business?

Our Business Balance Strategy

What is Business Balance?

Business Balance is Knight Frank's strategy for inclusion and diversity. It exists to break down barriers to equal opportunity and be a space where previously unheard voices can have a platform and make an impact.

What does balance mean to us at Knight Frank and what is our vision?

Our vision is to transform Knight Frank into an environment where everyone feels comfortable being themselves, with equal and transparent opportunity for all. We want to be known as a business that stands by our values and is humble in its knowledge that there is much to be done to become truly balanced.

What are the challenges and opportunities?

Our business is historically, and currently, imbalanced and we will need to work together in an extremely focused way to achieve an equilibrium that we can be proud of. We aim to remove barriers to opportunity not only in our own organisation but lead by example in our space.

Gender

The Gender group exists to promote and celebrate all genders across Knight Frank, by working with our senior leaders to integrate gender equality into every part of our colleagues' careers. We aim to inspire people to excel, without being held back by preconceptions or cultural stigmas. Overall this group exists to educate, facilitate conversations and inspire action to uphold gender equality.

LGBT+

The LGBT+ group exists to celebrate with and educate all Knight Frank colleagues and clients on all matters related to the LGBT+ community. The group collaborated with HR to review policies and communication. In our UK business only 44% of LGBT+ team members have come out as LGBT+ at work. This drops to only 26% of fee-earners being out as LGBT+ with their clients. This is concerning for us when we work in a sector and Partnership where we cherish our client relationships. We want everyone to feel comfortable being themselves at work and champion this change internally.

Race & Faith

Our Race and Faith group aspires to educate all colleagues, and provide clarity and confidence in career progression at Knight Frank. By putting 'Value the individual' front and centre, the group is building an inclusive environment where everyone's voice can be heard. There is great support for this group's purpose across the business; It's drive to build awareness on what needs to change; as well as a significantly positive demographic shift, especially in Early Careers.

Health & Wellbeing

Our Health, Wellbeing and Ability strategy is especially important during times of change. This group supports not only the health and wellbeing of our colleagues, but their family members too. From the results of our most recent Business Balance survey, it is clear there is a need for clear and concise communication in order to ensure that everyone feels comfortable expressing their needs. We have reviewed our processes, trained mental health and wellbeing advocates for every UK department, and held management training. More work needs to be done to raise awareness for our Employee Assistance Programme, and to drive engagement. We must also take work/life balance into consideration as nearly 50% of colleagues have children, and we also found a high number of staff having caring responsibilities other than children. To support this we have launched Dynamic Working, our own flexible working initiative, across the business. In the current COVID environment, this is even more important than ever.

The Numbers

An overview of our progress over the last 4 years

Although our pay gap has not changed significantly, we have made some significant progress with our bonus gap, a factor that is more easily in our control. Over the past 4 years our Mean [the average] Bonus Gap has decreased by 20%.

Gender Pay Gap Statistics

	2017	2018	2019	2020
Mean Pay Gap	22.9	20.9	20.1	19.0
Median Pay Gap	24.4	22.3	23.1	21.9
Mean Bonus Gap	51.8	47.9	44.8	41.1
Median Bonus Gap	56.8	54.6	56.6	50.0



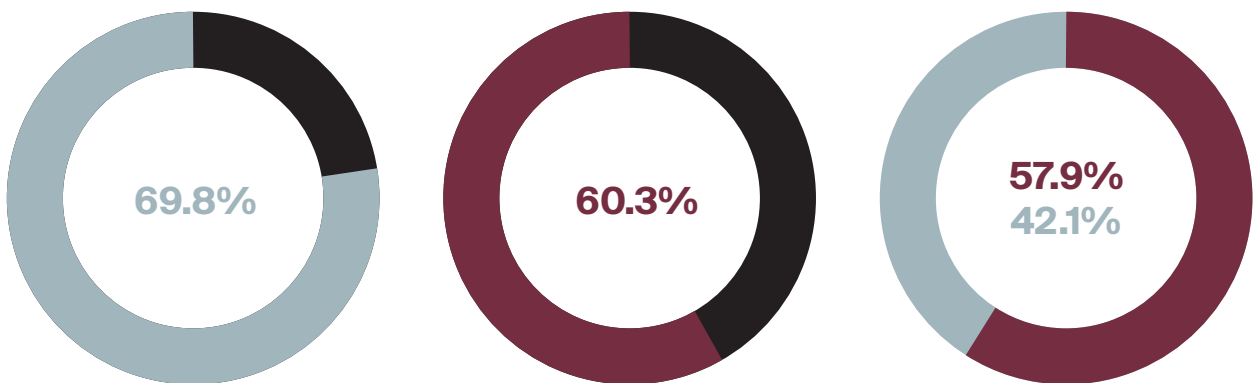
Knight Frank Services Company

This is our main business excluding our Proprietary Partners and Salaried Members, our statutory disclosure.

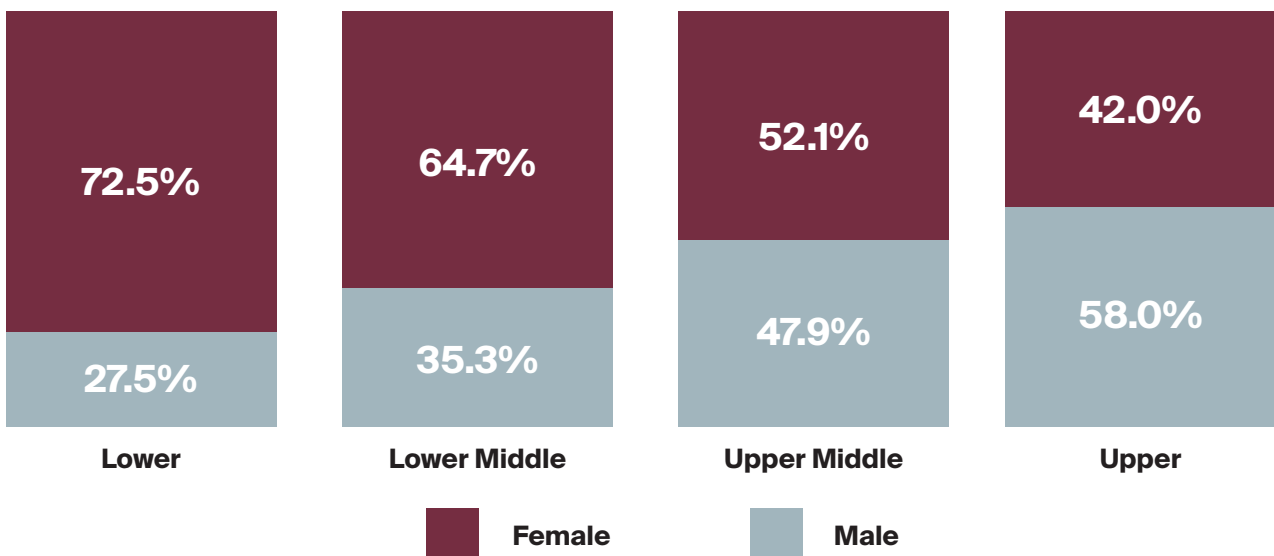
Gender Pay Gap - Knight Frank Services Company 2020

	2017	2018	2019	2020
Mean Pay Gap	22.9	20.9	20.1	19.0
Median Pay Gap	24.4	22.3	23.1	21.9
Mean Bonus Gap	51.8	47.9	44.8	41.1
Median Bonus Gap	56.8	54.6	56.6	50.0

Bonus Receivers



Gender Distribution per Quartile



The Gender Pay and Bonus Gap is the mean and median reward we pay to our people. It does not represent equal pay for the work that men and women perform for the business.

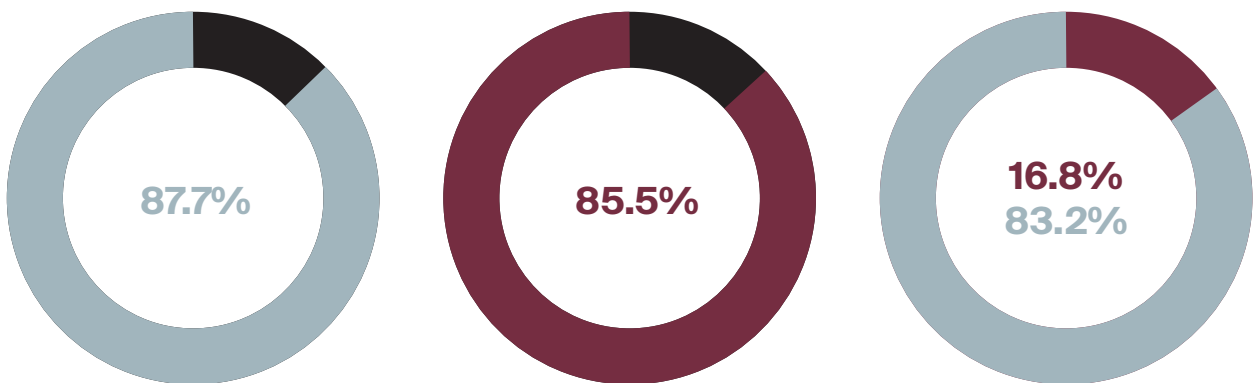
Salaried Members

This is our voluntary disclosure, sharing the pay gap for our Salaried Members.

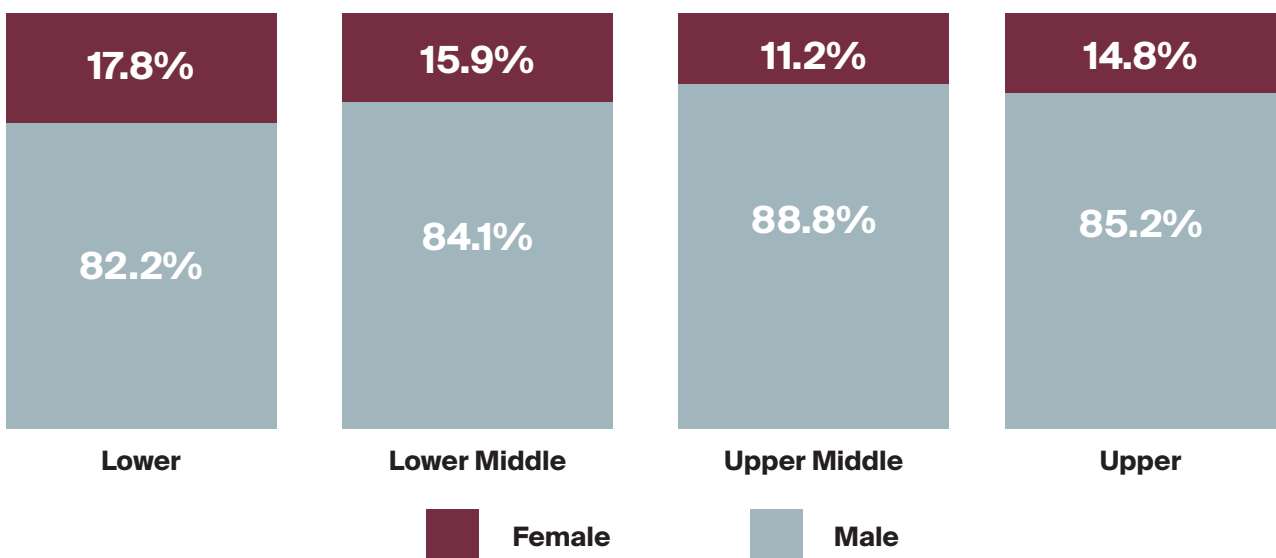
Gender Pay Gap - Salaried Members 2020

	2017	2018	2019	2020
Mean Pay Gap	16.3	12.8	12.0	9.9
Median Pay Gap	9.2	9.9	8.4	8.6
Mean Bonus Gap	33.1	29.9	22.8	29.9
Median Bonus Gap	29.9	33.9	19.3	20.5

Bonus Receivers



Gender Distribution per Quartile



The Gender Pay and Bonus Gap is the mean and median reward we pay to our people. It does not represent equal pay for the work that men and women perform for the business.

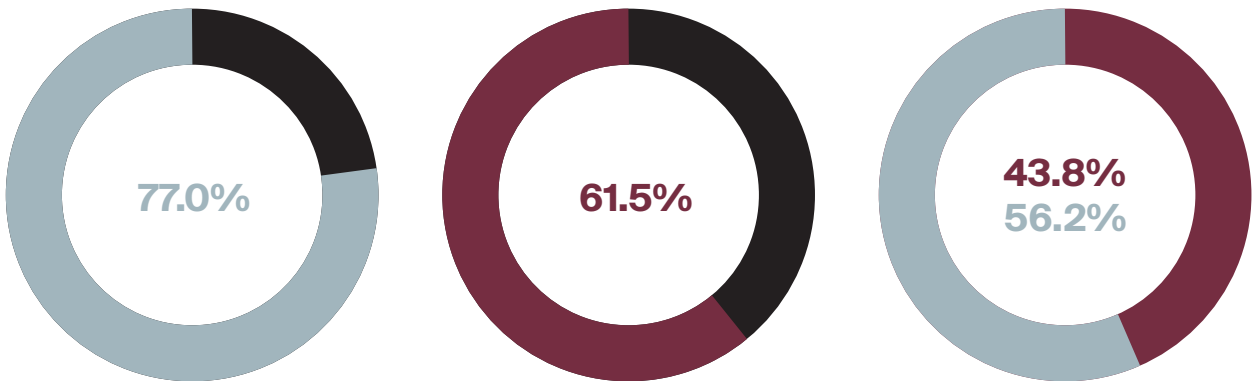
Whole business overview

This is the voluntary disclosure, including all UK entities.

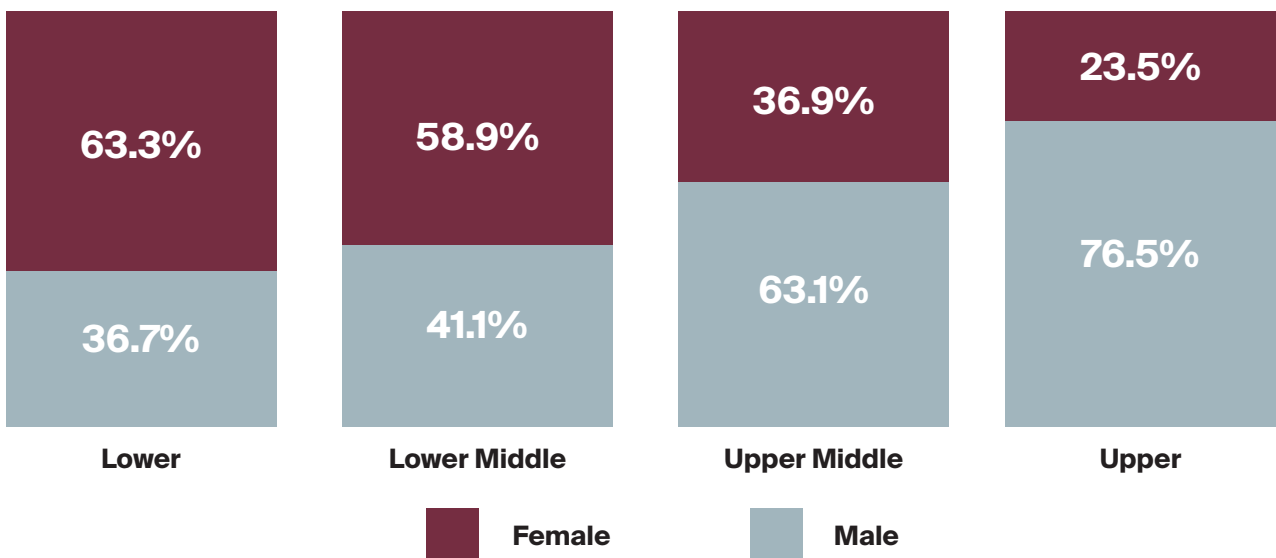
Gender Pay Gap - Knight Frank 2020

	2017	2018	2019	2020
Mean Pay Gap	28.6	28.8	30.3	31.1
Median Pay Gap	28.7	32.6	31.0	31.7
Mean Bonus Gap	65.5	62.4	63.5	62.8
Median Bonus Gap	73.3	69.0	68.2	70.0

Bonus Receivers



Gender Distribution per Quartile



The Gender Pay and Bonus Gap is the mean and median reward we pay to our people. It does not represent equal pay for the work that men and women perform for the business



Glossary of Terms

Mean Pay Gap

This is the percentage difference in the average hourly pay rate of employees as at 5 April 2020 and includes pay, car allowance and bonuses (including profit-sharing, productivity, performance incentives and commission) paid in that month.

Median Pay Gap

This is the percentage difference in the mid-point hourly pay rate of employees as at 5 April 2020 and includes pay, car allowance and bonuses (including profit-sharing, productivity, performance incentives and commission) paid in that month.

Mean Bonus Gap

This is the percentage difference in the average bonuses paid in the year from 1 April 2019 to 31 March 2020 to individuals who were employees as at 5 April 2020. Bonuses include profit-sharing, productivity, performance incentives and commission.

Median Bonus Gap

This is the percentage difference in the mid-point of bonuses paid in the year from 1 April 2019 to 31 March 2020 to individuals who were employees as at 5 April 2020. Bonuses include profit-sharing, productivity, performance incentives and commission.

Proportion receiving a Bonus

This is the percentage of the whole population of employees as at 5 April 2020 who received a bonus in the year from 1 April 2019 to 31 March 2020. Bonuses include profit-sharing, productivity, performance incentives and commission.

